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10 October 1986

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MEMORANDUM FOR THE RECORD

SUBJECT: SSCI Personnel Review Team Meeting [redacted]
[redacted] Director, Office of Training and
Education

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1. On 9 October 1986 [redacted] Director, Office
of Training and Education briefed SSCI personnel team
members Charlie Battaglia and Tom Schultz (GAO detailee) on
the Agency management training program. OTE staffers [redacted]
[redacted] took part in the briefing.
[redacted] Deputy Director of Personnel for Policy, Analysis
and Evaluation and the undersigned also attended.

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2. Using a comment from Director Casey's recent
testimony to the SSCI that we need to manage our people
better, [redacted] began by outlining the steps his office is
taking to accomplish that goal. He said that a survey of
Agency managers in July revealed that there is a strong
interest in all components for improved management
training. He had his people design and develop two new
courses to meet this need. Just yesterday approval was
granted to conduct two pilot courses which will be mandatory
for all first line managers in the grade range GS 11-15. He
noted that there was strong support from the DDCI for these
courses.

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3. [redacted] presented additional details on the
content of the new courses, illustrating his points with a
series of charts. He said that "Managing in the CIA" and
"Leading People in the CIA" are three-day courses for the
first line manager to take within a year after entering such
a position. He outlined the plan to bring these courses on
line and present them here and overseas in the next few
months. After these a manager will progress to Directorate
specific courses, electives to strengthen his skills,
external training and finally SIS training. OTE would
monitor all of this training and tailor it to each
individual. Some of the courses will actually be run by OTE
and others will be done by contract organizations.

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4. Continuing, [redacted] mentioned the training principles
that will guide all of our course development. He then

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[redacted]

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covered in detail the management values held by the Agency which for OTE means what they should teach to our managers. In essence, these stress the "can do" attitude with a realization that action can only take place by, and with a concern for, people. Schultz raised the question that some Agency managers may have the "use them and spit them out" attitude about their people and this point was discussed. There was also some discussion on whether managers who take the courses learn and retain what they should. [redacted] mentioned some of the ways in which we try to make this difficult assessment.

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5. [redacted] concluded the briefing with an explanation of the Agency Executive Development Program. He said that this program has continued for employees in the SIS category even though there has been a stand down in the other management training courses. He outlined some of the training options available in the program.

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6. Schultz asked if there was anything that the Congress could do to assist in the Agency training program.

[redacted] replied that the problems are not legislative or money problems, but organizational. As an Agency we have to take training of our managers seriously and yesterday's decision to proceed with the two new management training courses was a significant milestone.

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[redacted]
Office of Congressional Affairs

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